

**SUMMARY REPORT OF ACCOMPLISHMENTS**

**CITY COLLEGE OF SAN FRANCISCO  
STRATEGIC PLAN--1997**

**MARCH 2001**

## **INTRODUCTION**

### **Purpose**

The purpose of this report is to assess how many of the strategies and actions contained in the College Strategic Plan adopted by Board in December 1997 are completed, in process or are not started. In addition, the report will provide information about the size and scope of activities that were completed or are in process.

### **Survey Methodology**

Surveys were sent to all administrators and department chairs in Spring 2001 to gather data on specific activities related to the CCSF Strategic Plan. Additional surveys were sent to the Vice Chancellors with follow-up interviews. Additional data was drawn from the college database.

## **SUMMARY OF ACCOMPLISHMENTS**

### **Quality Service**

This initiative has six objectives:

#### *Student Friendly Access System (p.2)*

During the past forty-four months the College has made significant strides in improving front end student services including admissions and records, financial aid, and matriculation. Students can access services and information from the Web to enroll, register and get information on other student services. There is more childcare for students and greater number of services for students in the evenings and weekend.

#### *Streamlined College Operations (p.3)*

Some college operations have been streamlined, although there are no standards for assessing service yet. Equipment upgrades and Banner 4 have both been implemented.

#### *Quality Service Training (p.4)*

Quality service training activities are mostly in process with a few workshops and training sessions completed. While student and employee ratings of college services are not being collected, customer service has not yet been built into performance evaluation, nor have there been any incentives and rewards for excellence in customer service.

#### *Quality Improvement Processes for Instruction (p.5)*

Quality improvement processes for instruction focused mostly on the development of the technology learning center to support the applications of technology to instruction and student services. Other forms of professional development and professional recognition were started on a limited basis.

#### *Communication and Information Exchange (p.6)*

Communication and information systems linking faculty and faculty, staff and administrators improved dramatically during the past 44 months due to the increased use of email, new handbooks, faculty and staff orientations, a master event calendar, voice mail and listservs. Little progress was reported on improvements to the campus mail system or the establishment of information desks at each campus.

#### *Research to Support Quality Service (p.7)*

Research in support of continuous improvement is being addressed through student and employee satisfaction surveys of college services, and data on student demand for classes is now available through the college's Decision Support System.

## **Continuous Program Improvement**

This initiative has six objectives:

### *Institutional Support to Promote Learner-Centered Innovation (p.8)*

Technology and Partnership for Excellence helped faculty promote innovation but only a limited scale. Other parts of this initiative did not receive much attention. The Enhanced Self Study recommendations does address much of the intent in this section to promote instructional innovation.

### *Enhance Outside Classroom Learning Experiences (p.10)*

A limited number of new initiatives support extra classroom learning including the Office of Peer Mentoring and Service Learning; other service learning programs, the math department's tutoring program; the Office of Cooperative Work Experience; and a special student technical assistant program.

### *Increase Collaboration, Communication and Liaison Linkages Between Student Services and Instruction (p.12)*

Very limited progress in this area including counselors assigned to work with schools with offices in various buildings on the Ocean Avenue campus. The Enhanced Self Study contains some recommendations to increase collaboration.

### *Enhance and Expand Delivery of Student Support Services (p.13)*

Most of the strategies and actions in this section are completed including a redesign of the delivery of matriculation services both in credit and non-credit and college childcare programs. Progress is being made to provide more electronic access to student services through the Internet, Banner Web and the SARS-GRID appointment system. Investigation is on-going to establish an electronic degree audit system.

### *Promote Flexible Delivery Systems (p. 14)*

Some progress in this area including flexible summer sessions, expansion of telecourses and on-line courses, co-linked courses. Total numbers of sections for learning communities and distance learning is approximately 35. No progress reported on the expansion of competency based courses or linking non-credit with credit courses.

### *Expand Partnerships (p.14)*

Approximately eight new major partnerships started during the past 44 months including School to Career, police and fire academies; CalWorks; construction trades; ESL and DHS; and over 30 course to course and program to program partnerships with SFUSD and SFSU.

## **Technology**

There are four objectives:

### *Build Student Friendly Access System (p.15)*

Most of the actions in this area are either in process of being completed or completed. Technical support, however, remains very limited.

### *Increase Opportunities for Technology Use (p.16)*

Faculty and staff training, student training and delivery of student services have all been significantly improved during the past 44 months.

### *Planning, Evaluation and Funding Technology (p.17)*

The ETO has been established, a new technology plan is in process of being completed, and hardware and software standards now in place

### *Improve Student Services (p.18)*

Significant steps are being made in this area including Banner Web for Students; Decision Support System; on-line counseling; Banner Financial Aid; SARS-GRID appointment system.

## **Facilities**

There are five objectives:

### *Restructure Facilities Review Committee (p.19)*

This has been done and Building User Groups are coordinating building plans.

### *Adopt Facilities Planning Principles (p.20)*

The FRC is in process of conducting a comprehensive update of the planning principles.

### *Integrate User Groups into Facilities Design and Construction (p.21)*

Most of these activities are in process due to the establishment of the Building User Groups.

### *Evaluate Projects on Basis of Educational Needs (p.22)*

The FRC will be incorporate the Educational Master Plan into the evaluation criteria for facilities projects.

### *Fund Projects on Basis of Facilities Process (p.23)*

Facilities Committee has completed the actions in this area.

## **Supportive Working Environment**

There are four objectives:

### *Improve Working Conditions (p. 24)*

Approximately half of the action items are in process of being completed, specifically in the area of health and safety. There is very limited progress in facility-related conditions

that will await the 2001 Bond issue to provide the necessary support to accomplish the objective.

*Increase Options for Part-Time Employee Involvement (pg. 25)*

Significant steps have been made to support part-time faculty in professional development, paid office hours. There is a faculty handbook for part-time faculty. The study of part-time faculty conditions, however, has not been done.

*Promote a Diverse College Culture (pg. 26)*

Five of the seven activities are in process of completion. Diversity training has been used in flex professional days as well as other venues. There is a Diversity Committee within the shared governance system. The College received recognition from the State Chancellor's Office for its diversity practices.

*Build a Team Orientation (pg.27)*

Team building training sessions were conducted with HR and Finance staff in 1998/99.

**Resource Development**

There are three objectives:

*Maximize Revenue from Public Funding Sources (p.28)*

All of the nine strategies/action plans are in process of completion including optimizing enrollments; building awareness among faculty and staff on funding issues; expansion of databases for public funding grants; bond referendum; partnerships.

*Expand Revenues from Non-State Sources (p. 29)*

All five actions are being addressed by the college including a college development office; alumni development; contract and continuing education; international student enrollments.

*Efficient Allocation and Use of College Resources (p. 30)*

Financial Accountability Centers have not been established.

**Budget and Planning**

There are two objectives:

*Integrate College Planning, Budgeting and Assessment Functions (p.33)*

The Planning and Budgeting Council was established in 1999/2000 with appropriate sub-committees. A planning and budgeting process has been in place for the past two years as well as program review, college core performance indicator and end of year assessment processes.

*Improve College's Accounting System (p. 34)*

Annual audits conducted by external firm. Controller has been establishing additional controls over expenditure processes. All budgets are accessible through Banner.